FUTURE PLANS

See "Business—Our Strategies" for a detailed description of our future plans.

USE OF [REDACTED]

We estimate that the net [**REDACTED**] of the [**REDACTED**], after deducting the estimated [**REDACTED**] commissions and other fees and expenses payable by us in connection with the [**REDACTED**], will be approximately HK$[**REDACTED**], assuming an [**REDACTED**] of HK$[**REDACTED**] per H Share (being the mid-point of the indicative range of the [**REDACTED**] range of HK$[**REDACTED**] to HK$[**REDACTED**] per H Share), and that the [**REDACTED**] is not exercised.

We currently intend to use the net [**REDACTED**] from the [**REDACTED**] for the purposes and in the amounts as set out below:

- approximately [**REDACTED**]% of the net [**REDACTED**] from the [**REDACTED**], or HK$[**REDACTED**] million, will be used to enhance our R&D and innovation capabilities, including,

  - approximately [**REDACTED**]% of the net [**REDACTED**] from the [**REDACTED**], or HK$[**REDACTED**] million, will be used for the establishment of our R&D center on the parcel of land that we had rights to use in Minhang District, Shanghai. The [**REDACTED**] will be used primarily for construction of the facility and procurement of R&D equipment, with the objective of upgrading and enhancing our overall R&D environment. Our new R&D center will be equipped with computing infrastructure and tools necessary for product iteration and solution prototyping. The new R&D center is designed to support the development of semiconductor industrial control hardware and the upgrade of our core software products and solutions, leveraging its proximity to the China (Shanghai) Pilot Free Trade Zone. This initiative is expected to strengthen our technological capabilities and reinforce our position in the development of technologies;

  - approximately [**REDACTED**]% of the net [**REDACTED**] from the [**REDACTED**], or HK$[**REDACTED**], will be used for the upgrade of our core software products and solutions. Specifically, we plan to further iterate and upgrade our flagship PlantU series intelligent manufacturing software solutions by enriching and enhancing product functionalities, including the MES, EAP, YMS, SPC and RTD product lines, and application scenarios, including electrification, electronics, automotive, display panels, photovoltaic, chemicals, new energy batteries, high-end equipment, metal products and biopharmaceuticals industries, and staying closely aligned with evolving customer demands and technological advancements. These efforts aim to deepen our product matrix and elevate the informatization, automation and intelligentization of our product portfolio;

  - approximately [**REDACTED**]% of the net [**REDACTED**] from the [**REDACTED**], or HK$[**REDACTED**], will be used for the enhancement of our product ecosystem and the development of cross-industry intelligent industrial software solutions. We intend to broaden our product matrix and deepen the platform-based upgrade of our industrial software offerings by expanding into areas such as operations management and research and design software through developing ERP systems tailored for advanced manufacturing industries and accelerating a portfolio of research and design software. We aim to establish a one-stop platform for domestically developed intelligent industrial software solutions through a combination of in-house R&D and strategic talent recruitment to drive innovation; and

We intend to recruit an aggregate of 92 R&D personnel at various levels over the next three years. Our plan for the recruitment of R&D personnel is set out below:

- **R&D Vice President:** We intend to recruit one R&D Vice President by 2028, with roles focused on (i) strategic planning of our product offerings and (ii) coordinating cross-department resources to align our R&D with our business objectives. The ideal candidate is expected to have over 15 years of experience in R&D of intelligent industrial software solutions and extensive experience in R&D management and product strategy.

- **R&D Director:** We intend to recruit four, three and three R&D Directors in 2026, 2027, and 2028, respectively, with roles focused on (i) overseeing the R&D of a specific product line; (ii) formulating development plans; and (iii) leading multiple teams in delivering core technology modules. The ideal candidate is expected to have expertise in a specific domain with ten to 15 years of experience in R&D of intelligent industrial software solutions and proven team leadership experience.

- **R&D Supervisor:** We intend to recruit nine, 11 and 12 R&D Supervisors in 2026, 2027 and 2028, respectively, with roles focused on (i) leading a specific team to complete the design, development, and testing of designated products and (ii) resolving technical challenges. The ideal candidate shall be proficient in C++, Python, or Java, familiar with intelligent industrial software standards and architecture, and have five to ten years of experience in R&D of intelligent industrial software solutions.

- **R&D Specialist:** We intend to recruit 14, 17 and 18 R&D Specialists in 2026, 2027 and 2028, respectively, with roles focused on (i) implementing assigned functions, algorithms, coding, and unit testing and (ii) fixing defects and ensuring code quality. The ideal candidate is expected to have a degree in computer science or software engineering and experience in C++, Python, or Java, with less than five years of experience in R&D of intelligent industrial software solutions.

○ approximately [**REDACTED**]% of the net [**REDACTED**] from the [**REDACTED**], or HK$[**REDACTED**], will be used for AI-related R&D initiatives. We plan to continuously optimize and upgrade critical components of our AI capabilities, including "AI YMS," "AI RPA," "AI FDC" and "AI APS." These efforts are aimed at accelerating the digital and intelligent transformation of manufacturing and building a fully automated intelligent factory capable of autonomous decision-making;

- approximately [**REDACTED**]% of the net [**REDACTED**] from the [**REDACTED**], or HK$[**REDACTED**] million, will be used for potential strategic investments and acquisition in the next three years to achieve our long-term growth strategies.

We plan to allocate the [**REDACTED**] with discipline and strategic intent, focusing on investments and acquisitions that reinforce our competitive strengths and expand our product ecosystem. We evaluate potential targets across multiple dimensions, including technological capabilities, business alignment, financial performance, talent, sales network and team culture. Among these dimensions, we place special focus on the synergies arising from the acquisitions of potential targets and the overall alignment with our business development strategy, including (i) product and technology synergy that supports upgrades to existing product offerings, expands our product matrix, and enables delivery of full lifecycle solutions, (ii) market and customer alignment that facilitates expansion into operation management softwares and adjacent non-semiconductor sectors, and (iii) management and talent synergy that strengthens our competitiveness through the acquisition of experienced management teams and professionals of the potential targets. We aim to identify companies that complement our existing offerings and enable us to enhance our product matrix and solution coverage, while deepening our presence across end-user industries. Our strategic focus includes acquiring companies across four key areas: (i) intelligent manufacturing software solutions, (ii) research and design software, (iii) operations management software solutions, and (iv) semiconductor industrial control hardware.

According to CIC, our investment criteria are generally in line with common industry practices and the market offers a sufficient pool of over 1,000 suitable targets to support our expansion strategy. We expect to implement our investment and acquisition plans in the next three years. As of the Latest Practicable Date, we had not proposed investing in any specific acquisition target nor had we identified any specific targets for the use of [**REDACTED**] from the [**REDACTED**]. As a result of such plans, in the short term, we may have net cash outflow in investing activities and increased goodwill. In the long term, we believe such impact will be absorbed by our growth, as such plans will allow us to strengthen our technical and R&D capabilities and realize synergies from business integration and cooperation, so as to drive revenue growth and margin expansion;

- approximately [**REDACTED**]% of the net [**REDACTED**] from the [**REDACTED**], or HK$[**REDACTED**], will be used for enhancing our delivery capabilities and commercialization efforts. Specifically, we plan to establish new delivery centers in Mainland China and overseas, with the dual objective of optimizing and expanding our current delivery center network and enhancing the capabilities of our application teams. In particular, within the next three years starting from 2026, we plan to establish two new delivery centers in Mainland China. This includes increasing the size of our application workforce by recruiting an aggregate of 371 application personnel at various levels over the next three years and raising budget allocations for travel and office leasing.

  Our plan for the recruitment of application personnel is set out below:

  - **Application Vice President:** We intend to recruit one Application Vice President by 2027, with roles focused on (i) formulating the delivery strategy of our product offerings, (ii) building our delivery system and coordinating internal resources, and (iii) assessing the final outcomes of project implementation. The ideal candidate is expected to have over 15 years of experience in the delivery and management of intelligent industrial software solutions and proficiency in intelligent manufacturing business processes.

  - **Application Director:** We intend to recruit seven, ten and nine Application Directors in 2026, 2027 and 2028, respectively, with roles focused on (i) managing intelligent industrial software project portfolios for regional or major clients, (ii) leading project teams throughout the process from blueprint planning to project acceptance, and (iii) controlling project costs and risks. The ideal candidate is expected to have ten to 15 years of experience in the delivery and management of intelligent industrial software solutions, with strong command of project management methodologies and deep industry knowledge.

  - **Application Supervisor:** We intend to recruit 35, 37 and 44 Application Supervisors in 2026, 2027 and 2028, respectively, with roles focused on (i) leading the implementation of specific intelligent industrial software solutions and (ii) conducting on-site research, solution design, system configuration, user training, and problem resolution. The ideal candidate is expected to have five to ten years of experience in the delivery and management of intelligent industrial software solutions, with expertise in at least one mainstream industrial software system and its related business domain.

- **Application Specialist:** We intend to recruit 66, 76 and 86 Application Specialists in 2026, 2027 and 2028, respectively, with roles focused on (i) executing assigned tasks, including data collection and cleansing, basic functionality testing, and preparation of operation manuals, and (ii) providing on-site operational support. The ideal candidate is expected to have less than five years of experience in the delivery and management of intelligent industrial software solutions, with an academic background in engineering or computer science and proficiency in software operation.

The new delivery centers are expected to address our current limitations in service responsiveness, high cross-regional delivery costs and insufficient application personnel, which have become more pronounced as our intelligent manufacturing software solutions business continues to grow. These initiatives are intended to support the steady growth of our intelligent industrial software solutions business, shorten delivery cycles, reduce operating costs and strengthen our core competitiveness. We also plan to enhance our global regional sales center network by establishing sales centers in Mainland China within the next three years starting from 2026 and evaluating the possibility of establishing overseas sales centers in the future based on our strategic needs. This initiative includes expanding our sales and marketing team by recruiting an aggregate of 28 sales and marketing personnel at various levels over the next three years, and enhancing our customer engagement.

Our plan for the recruitment of sales and marketing personnel is set out below:

- **Sales and Marketing Vice President:** We intend to recruit one Sales and Marketing Vice President by 2027, with roles focused on the overall marketing strategy and long-term brand building and management. The ideal candidate is expected to have over 15 years of experience in the sales and marketing of intelligent industrial software solutions, with a deep understanding of the industry as well as broad commercial and financial knowledge.

- **Sales and Marketing Director:** We intend to recruit four, four and five Sales and Marketing Directors in 2026, 2027 and 2028, respectively, with roles focused on (i) executing designated sales and marketing strategies and (ii) managing regional teams within assigned territories. The ideal candidate is expected to have ten to 15 years of experience in the sales and marketing of intelligent industrial software solutions, with the ability to translate macro strategies into specific industry marketing campaigns and proficiency in data-driven marketing strategies.

- **Sales and Marketing Supervisor:** We intend to recruit three, three and four Sales and Marketing Supervisors in 2026, 2027 and 2028, respectively, with roles focused on leading regional teams to accomplish marketing tasks and execute marketing initiatives. The ideal candidate is expected to have five to ten years of experience in the sales and marketing of intelligent industrial software solutions, with experience in team leadership or project management being preferred.

- **Sales and Marketing Specialist:** We intend to recruit one, two and one Sales and Marketing Specialists in 2026, 2027 and 2028, respectively, with roles focused on implementing and executing fundamental marketing tasks. The ideal candidate is expected to have less than five years of experience in the sales and marketing of intelligent industrial software solutions, with strong external communication skills.

As our business continues to expand, establishing new regional sales centers is essential to support our long-term growth strategy, strengthen our brand influence, and provide timely technical communication, delivery and follow-up services to our regional customers. These efforts are aimed at strengthening our presence, improving customer responsiveness and supporting the continued growth of our global business operations; and

- approximately [**REDACTED**]% of the net [**REDACTED**] from the [**REDACTED**], or HK$[**REDACTED**], will be used for working capital and other general corporate purposes.

The above [**REDACTED**] of the net [**REDACTED**] will be adjusted on a pro rata basis in the event that the [**REDACTED**] is fixed below or above the mid-point of the indicative [**REDACTED**] range. Any additional net [**REDACTED**] received from the exercise of the [**REDACTED**] will also be allocated to the above purposes on a pro rata basis. In the event that the [**REDACTED**] is exercised in full, we will receive net [**REDACTED**] of HK$[**REDACTED**] (after deducting the estimated [**REDACTED**] and other fees and expenses payable by us in connection with the [**REDACTED**] and assuming an [**REDACTED**] of HK$[**REDACTED**] per H Share, being the mid-point of our indicative [**REDACTED**] range).

To the extent that the net [**REDACTED**] of the [**REDACTED**] are not immediately applied to the above purposes, we will deposit the unused net [**REDACTED**] into short-term interest-bearing accounts with licensed banks and/or other authorized financial institutions (as defined under the SFO or the applicable laws and regulations in other jurisdictions).